

STRATEGIC PLAN 2016-2020



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VISION

Parkland County, home to...

**Creative
Communities**

**Dynamic
Connections**

**Cherished
Ecosystems**

**Resilient
Economies**

MISSION

Parkland County represents the interests and aspirations of its citizens, providing quality municipal services through strategic governance and delivering the best outcomes for Parkland County as a whole.





CORE VALUES

LEADERSHIP: Parkland County will create a harmonious environment, through mutual respect, trust and support, that will establish Parkland County as a leader in the field of municipal government.

RESPONSIBILITY: Parkland County will conduct itself in an open and transparent manner, and provide quality service to residents and clients through efficient and effective practices while we undertake continuous improvement.

PROGRESSIVE: Parkland County will be innovative and creative by capitalizing on opportunities, embracing new technologies, adapting to change, and incorporating best practices.

COOPERATION: Parkland County will build and maintain strong relationships with residents, neighbouring municipalities, First Nations communities and other orders of government through collaboration, mutual respect and open communication.

COMMUNITY: Parkland County believes in the value of communities and will continue to support local groups and organizations. We will create and maintain safe, vibrant, sustainable and prosperous communities by maintaining and expanding infrastructure and services.

MESSAGE FROM THE MAYOR

I am proud to be able to serve the citizens of Parkland County along with a Council of committed, energetic and insightful individuals. We have many opportunities ahead of us – shaping a twenty-first century municipality, encouraging residential and commercial growth in an environmentally sensitive manner, and continuing to provide excellent municipal services. This Strategic Plan is our road map to the next five years, a statement of the values that will guide us to achieve outcomes that will result in success.





INTRODUCTION

Municipalities provide service to their residents, are stewards of public funds, and operate in an open and transparent manner. One of the best ways to fulfill these responsibilities is to provide a vision and plan effectively. This five-year strategic plan identifies Council's priority areas for service delivery in the County.

ENVIRONMENTAL SCAN

Good planning starts with an understanding of the environment in which our municipality operates. The following is a summary of the information considered by County Council during plan preparation. The information is extracted from the most recent 2011 federal census.

SOCIO-DEMOGRAPHICS

- Parkland County's population is 30,568; which reflects a growth rate of 4.6% since 2006 (vs. 10.8% for Alberta)
- The median age is 42 (vs. 37 in Alberta)
- County population is expected to reach 43,000 - 50,000 by 2044
- The median household income is \$100,023, higher than the provincial median of \$89,830
- Education levels are similar to provincial levels, with the exception of the apprenticeship or trades certificate or diploma category, which has a 7% higher attainment level
- Housing statistics are positive for the County, with more residents owning their homes and lower monthly shelter costs than the provincial population as a whole



ECONOMIC DEVELOPMENT

- Three industrial areas; Acheson, Entwistle and Meridian offer:
 - Low commercial/industrial property taxes
 - Reasonable industrial land prices and development levies
 - Proximity to transportation routes
 - No business tax
- There are over 3,000 businesses, with a 35.9% increase in businesses between 2008 and 2013
- The top employment sectors are:
 - Construction
 - Professional, scientific and technical services
 - Transportation and warehousing
 - Agriculture, forestry, fishing and hunting
 - Manufacturing
 - Other services (except public administration)
- Parkland County has a vast array of tourism enterprises, the majority in retail



STRATEGIC PRIORITY AREAS

The members of Parkland County Council combined local statistical data with their own experience and knowledge to develop five Strategic Priority Areas.

■ AGRICULTURE

Parkland County strives to be a vibrant agriculture and food community characterized by its diversity, creativity and entrepreneurship, focused on sustainability as well as new opportunities.

■ ECONOMIC DIVERSIFICATION

Parkland County supports and advances economic growth through economic diversification and innovation.

■ HEALTHY COMMUNITIES

Parkland County communities create strong supportive cultures through design excellence and proximity to amenities, services and recreational opportunities.

■ REGIONAL STRATEGY

Parkland County strives to meet the service needs of its residents by being a leader in collaboration with regional partners.

■ ENVIRONMENT

Parkland County provides leadership in environmental sustainability.

For each Strategic Priority Area, Council members identified a series of Strategic Goals which describe in detail, the actions that will be undertaken to achieve the outcomes envisioned in the Strategic Priorities, all of equal importance.





■ AGRICULTURE

Parkland County strives to be a vibrant agriculture and food community characterized by its diversity, creativity and entrepreneurship, focused on sustainability as well as new opportunities.



STRATEGIC GOALS

- Engage with our agricultural community and post-secondary institutions to create opportunities for diversity, innovation and entrepreneurship
- Support the agricultural sector to create a strong, diverse and resilient industry

■ ECONOMIC DIVERSIFICATION

Parkland County supports and advances economic growth through diversification and innovation.

STRATEGIC GOALS

- Tourism will be a key element in diversifying the local economy and improving the quality of life in our community
- Invest in and promote connectivity, supporting a knowledge workforce to enable the advancement of economic and community benefits
- Foster the creation of quality employment opportunities throughout our community
- Increase business support services to our agricultural producers, rural businesses and sole proprietorships



■ HEALTHY COMMUNITIES

Parkland County communities create strong supportive cultures through design excellence and proximity to amenities, services and recreational opportunities.



STRATEGIC GOALS

- Inspire community-building through direct investment, community development expertise, and support to volunteers
- Well planned parks, open spaces and recreational facilities that meet the needs of the community are interspersed throughout the County
- Residents have the opportunity to participate in meaningful public engagement opportunities
- Diversify housing options to attract and retain residents of all generations within the community
- Residents have access to programs, services and infrastructure that contribute to their well-being and quality of life

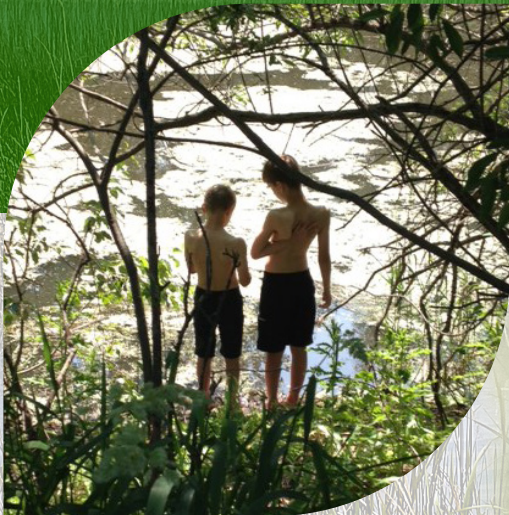
■ REGIONAL STRATEGY

Parkland County strives to meet the service needs of its residents by being a leader in collaboration with regional partners.

STRATEGIC GOAL

- Increase collaboration with regional partners to promote the long-term economic prosperity and quality of life for all citizens and ensure the region remains sustainable and vibrant for future generations





■ ENVIRONMENT

Parkland County provides leadership in environmental sustainability.

STRATEGIC GOALS

- Create a healthy landscape that sustains agriculture, wildlife and natural spaces
- Promote environmental stewardship through resident participation and community education
- Greenhouse gas emissions are reduced and energy efficiency is improved



2016-2020
STRATEGIC PLAN



The Parkland County Strategic Plan is an evolving document and will be reviewed, updated or confirmed on a regular basis.

Updated April 2016.



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